

CAREER DEVELOPMENT UPDATE

(assuming the evaluations support promotion). COM evaluations should have substantive narrative comments, provided by senior raters, which focus on an officer's potential.

Summary

Competition for promotion to colonel remains very high. Strongly documented duty performance (including command) is the key to selection. Additionally, officers in all zones should personally review their Officer Record Brief and microfiche to ensure the information is accurate

and complete. Photos that are more than 2 years old, are in full-length format, are not current (e.g., awards), or are not particularly good should be replaced. The bottom line: promotion to colonel is very tough, and overall file quality in addition to ACOM/COM+ performance as a lieutenant colonel PM or AC is crucial.

FY01 AAC Colonel Selectees

The following is a list of acquisition officers selected for colonel by the FY01 Colonel Promotion Board:

Barber, Jesse Lee
Bell, Anthony Bernard
Bliss, Gary Lee
Brewster, Robert Ethan Jr.
Cantor, Michael Eric
Castaldo, Albert Anthony
Chase, Deborah Jane
Coker, David William
Coppola, Alfred Anthony Jr.
Criser, Scott Hampton

Diego-Allard, Victoria
Driessnack, Charles Henry
Fritz, Gregory John
Fuller, Peter Nelson
Green, Allen Lawrence III
Greene, Harold Joseph
Gwilliam, Jeffrey Lawes
Hayne, Ronald James
Hogan, Thomas Harold
Huff, Donald Clifford Charles

Kreider, Stephen Daniel
Maddux, Jonathan Alan
McCoy, Edward Daniel
McDaniels, Lloyd Edwin
McQuain, Paul Michael
Neumann, Markus Ralph
Nichols, Camille Marie
Norgaard, Kevin Robert
Norwood, John David
Parker, Wilbur Anthony

Patterson, William Neal
Payne, Jerome Franklin
Polczynski, Kenneth Dean
Rust, Stephen Layne
Smith, Michael Joseph
Stone, Jesse Mike
Wiley, Jeffery David

BOOKS

Now, Discover Your Strengths

By Marcus Buckingham and
Donald O. Clifton, Ph.D.

Simon & Schuster, New York, 2001

Reviewed by LTC John Lesko (U.S. Army Reserve), a Decision Coach and Group Facilitator with Anteon Corp. Lesko is a member of the Army Acquisition Corps and a frequent contributor to Army AL&T. He can be contacted at John.Lesko@saftas.com.

According to Marcus Buckingham and Donald Clifton, both from the Gallup Organization, "Most of us have little sense of our talents and strengths, much less the ability to build our lives around them ... Guided by our parents, by our teachers, by our managers, and by psychology's fascination with pathology, we become experts in our weaknesses and spend our lives trying to repair these flaws, while our strengths lie dormant and neglected."

This particular observation may or may not be true for today's Army program manager, acquisition executive, or career government employee, for throughout the various stages of the careers of this group, officials have taken any number of psychometric instruments, personality tests, or interest surveys such as the Myers-Briggs

Type Indicator, the Kirton Adaption-Innovation Inventory, and the Strong-Campbell Interest Inventory. Now there is an Internet-based questionnaire and self-assessment called the StrengthsFinder Profile.

The StrengthsFinder Profile introduces 34 dominant "themes" with thousands of possible combinations. These themes initially help the survey participant along a journey of self-discovery. Progress along this journey is based on the premise that we will "succeed in life" by focusing first on our individual strengths and talents. The authors suggest that these talents are "hard-wired" into our very being, or at least into our brains running along the many parallel synapses that have been formed from our total experience, reinforcing one's natural learning tendencies.

Now, Discover Your Strengths is the product of a multiyear study of data collected for Buckingham's earlier work, *First Break All the Rules*, and of related study projects completed by the Gallup Organization's International Research and Education Center. This book is easy to read and works well to explain the results one gets from taking the online survey. The back matter contains an appendix that outlines the research underpinning for the StrengthsFinder Profile instrument.

BOOKS

For those who are too busy or who cannot take the online survey, the gist or essence of *Now, Discover Your Strengths* is based on two core assumptions: each person's talents are enduring and unique, and each person's greatest room for growth is in the areas of the person's greatest strength.

This reviewer suggests that to periodically remind oneself of these two thoughts is acceptable if one is to focus on gaining the most from a team member, office mate, or colleague—particularly during a short-term assignment. After all, the energy required for a radical change in behavior may be counterproductive or a diversion of much needed energy focused “on task.” Such insights may help in the assignment of tasks to the most appropriate members of a team or work group.

For those who accept these assumptions, this book will help them examine their own “theme” strengths. Furthermore, this book's insights may help managers or individuals better understand their colleagues, co-workers, or direct reports.

One criticism of this book comes from the authors' tendencies to coin new words or labels for their 34 themes or profiles. Readers must work through the introduction of new terms such as “ideation,” “intellection,” “maximizer,” “positivity,” and “woo.”

In conclusion, it is this reviewer's opinion that the most practical application of this book comes from applying any one of four suggested problem-solving and coping strategies offered by the authors. In short, when faced with a situation where one's talents or strengths cannot address a challenge, consider the following:

- Get just a little better at the skill needed.
- Design a support system for yourself that complements your strengths and bridges your weaknesses.
- Find a partner.
- Stop doing or attempting to do something for which you are not hard-wired or capable.

Now, Discover Your Strengths is a book best read during an annual retreat, between major projects, or en route to a new job. I'd recommend that it be integrated into the nonresident portion of the Advanced Program Management Course at the Defense Systems Management College and/or into the curriculum of the Industrial College of the Armed Forces.

Have You Read A Good Book Lately?

To inform our readers of recently published books that may be of interest to them, the *Army AL&T* magazine staff welcomes book reviews. Submissions should be no more than two double-spaced typed pages and include the book's complete title, publisher, and year of publication, and the reviewer's full name, title, address, and phone number. Book reviews can be e-mailed to bleicheh@aesabellvoir.army.mil or sent to DEPARTMENT OF THE ARMY, ARMY AL&T, 9900 BELVOIR RD, SUITE 101, FORT BELVOIR, VA 22060-5567.

CONFERENCES

Force Projection Symposium III

The third annual Force Projection Symposium will be held May 7-8, 2002, at the Williamsburg Marriott, Williamsburg, VA. The Program Executive Office for Combat Support and Combat Service Support's Project Manager for Force Projection sponsors the symposium in partnership with the National Defense Industrial Association (NDIA)-Michigan chapter. The theme of this year's symposium is “Intratheater Transportation and Distribution.” The featured exhibit is Joint Venture (HSV-X1), a 96-meter, high-speed searift catamaran.

For more information or to receive a registration form, contact the NDIA Office at (586) 445-2041 or via e-mail at FPSymposium@mindspring.com.